



Montsaye Community Learning Partnership

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MCLP STRATEGIC PLAN

On behalf of the Montsaye Community Learning Partnership Trust Board and all of its schools, I am proud to publish our Strategic Plan.

The plan has been developed with every MCLP school to bring together the key themes of the Trust and articulate the core purpose and benefits of that Trust ethos.

MCLP Trust is not like other Academy Trusts. We exist to ensure that each and every school benefits from being part of a group of schools, managed individually to the benefit of all.

This Federated model provides the best combination of:

- Placing the children's education at the heart of what we do
- Ensuring autonomy for each school, and
- Maximising the financial efficiencies to benefit all schools

The Strategic Plan allows MCLP to grow further, both through the improvement of schools within the Trust and expanding the Trust with like-minded organisations.

It provides the core principles for all that we do, ensuring that our growth and improvement across the Trust are consistent with these themes.

The Trust Board welcomes involvement in the growth and improvement of MCLP and its schools so if you have any feedback or would like to get involved then please do not hesitate to contact Tracey Wellington, Executive PA/Clerk to the Trust (E-mail: TWellington@mclp.org.uk).

Jill Moore
Chair of MCLP Trust



MCLP STRATEGIC PLAN

The MCLP vision / value proposition is:

'An Academy model that safeguards and maximises pupil success from a co-ordinated / seamless educational journey from age 5 to 18'

Core Principals

MCLP has adopted a 'Federated' model that supports and respects individual school autonomy whilst providing increased efficiency and resilience through a group structure.

The 'Federated' model is distinct from other models e.g. Sponsored Academies where MCLP provides a framework and support to schools within the group not a centralised imposition of targets and rules.

Individual schools contribute (financially and educationally) to MCLP where such central co-ordination better supports every school. MCLP adopts centralised solutions where the business case for doing so provides the best interests for pupils and education. MCLP engages with every school regarding such decisions.

The Trust operates via the Trust Board with an Officer of the Trust designated as Chief Executive, but the autonomy of each Head Teacher through their Governing Body is respected.

The model seeks to 'co-ordinate not control' individual schools to maximise the educational journey of pupils, minimising disruption when changing schools and aligning the ethos of all schools to maximise the benefits of single MAT for pupils.

The Trust Board accepts and fully discharges the responsibilities of MCLP charitable trust status and exercises its responsibilities where necessary to safeguard, maintain and improve school performance within the trust.

The principles below are agreed within an organisational identity of MCLP Trust,

- 1) **Educational Strategy** will be the responsibility of each Governing Body and Head Teacher aligned to the MCLP 'End to End Education' principle, including;
 - a. Strategic Advisory Board co-ordinating Governing Body responsibility for oversight of school attainment across the Trust
 - b. An agreed 'End to End' syllabus providing seamless transition between schools for children within MCLP respecting independent management of each school
 - c. An agreed, single ethos to maximise the transition from Primary to Secondary education.
 - d. The individual and joint recognition of educational success across MCLP.

- 2) Governance structure that is flexible but ultimately accountable to the Trust Board;
 - a. Single accountability to the Trust Board advised by Educational, Safeguarding, Financial and Legal specialism as required
 - b. Individual or joint Governing bodies at discretion of schools
 - c. Individual or joint Leadership arrangements at discretion of schools
- 3) Educational Resilience through:
 - a. Individual Trust Director designated lead for Teacher development
 - b. Annual skills audit and development plans for individual schools and across MCLP as a group reported to and approved by the Trust Board
 - c. Formal programme of secondment between schools to maximise MCLP ethos of shared skills development
- 4) Financial efficiency delivered through:
 - a. Shared financial information reported to and monitored by Trust Board
 - b. Annual reviews of school spend to identify potential savings from shared buying power / use of most competitive providers etc.
 - c. A pooled Trust budget with designated purpose:
 - Ear marked MCLP Strategic development reserves
 - Ear marked 'intervention' reserves
 - Agreed Business Resilience (i.e. unexpected) reserves
- 5) A Dual Growth Strategy of:
 - Pro-active Growth

Identifying opportunities within local area (15-20 miles) for further schools and activities to incorporate within MCLP where;

 - The ethos of MCLP principles are shared
 - Benefits arise (both financial and educational) to both parties

This strategy will initially target individual schools where educational contacts provide a good opportunity to convey the MCLP ethos and gain an effective understanding of other schools' alignment to that ethos.
 - Re-active Growth

Responding to opportunities presented to MCLP to join and/or merge with MCLP, and any other opportunities to share resources / expertise to the mutual benefit of all parties.

All opportunities will be progressed / led through a nominated Head Teacher and a Trust Director who shall both report / advise the Trust Board.

All opportunities shall be progressed and evaluated against the agreed core Principles adopted by the Trust Board.

Approval to expand / merge MCLP with any other opportunity shall be reserved for the Trust Board and cannot be delegated to any other person / body.

MCLP does not exclude the potential migration to the more traditional 'Sponsored School' model where the ethos of that body matches MCLP and where the benefits are sufficiently guaranteed and significant.

MCLP Organisational Identity

Whilst recognising the autonomy of each school within the MCLP core principles the growth strategy relies upon the internal and external recognition and promotion of the Trust's success.

A top to bottom 're-branding' project is not consistent with the MCLP vision, but organisational identity in the 'marketplace' is essential to the growth of the MCLP brand and ethos. Therefore:

- The MCLP website will be identified on all MCLP and school external communications.
- The MCLP website will be maintained and updated to:
 - provide regular information on the MCLP successes and key issues, and
 - provide a single gateway to each school's digital channels¹.
- Every MCLP building will reflect the MCLP corporate identity / brand whilst allowing individual school identity to be preserved
- Each school's website and digital channels should lead with MCLP MAT branding and link to the MAT website and information
- Each school's literature should, when renewed reflect the MCLP corporate identity / brand

¹ 'Digital Channel' is a term used to describe primarily schools' websites but also social media etc.